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UNDP: COUNTRY PROGRAMMES AND RELATED MATTERS

FIRST COUNTRY PROGRAMME FOR LITHUANIA

Programme period	Actual resources programmed	$
1993-1996	Net IPF	1 149 000
	Estimated cost-sharing*	2 851 000
	Total	4 000 000

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* Includes $900,000 from the Baltic Trust Fund.

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. Political and socio-economic developments have been very rapid in Lithuania since it re-established its independence. The initial declaration of independence from the Soviet Union was made on 11 March 1990, but not internationally recognized until September 1991. The country's first post-communist Constitution was approved by a clear majority in a referendum on 25 October 1992, and most of the new democratic institutions provided for in the Constitution have since been established. Elections to the new Lithuanian parliament (Seimas) took place in October/November 1992, and the first post-war president was chosen in direct elections in February 1993. Later that year, a constitutional court was created, and early 1995 will see not only the establishment of a court of appeals and an independent ombudsman institution, but also the first country-wide elections to city councils and municipalities.

2. At the same time, Lithuania has been pursuing an active policy of re-integration into the international community. It became a member of the United Nations and of the Conference on Security and Cooperation in Europe (CSCE, now the Organization for Security and Cooperation in Europe (OSCE)) in September 1992, and was admitted to the Council of Europe in May 1993. Lithuania was the first former Warsaw Pact country to apply formally for membership in the North Atlantic Treaty Organization (NATO), and one of the first to join NATO's Partnership for Peace programme. Lithuania has recently signed a free-trade agreement with the European Union (EU) and has made full membership of the Union by the year 2000 a central foreign policy objective. Nearer to home, it has endeavoured to establish closer relations with its Baltic neighbours, Estonia and Latvia, and joined them in the recently created Baltic Council of Ministers and the parliamentary Baltic Assembly. Relations with the Russian Federation have also improved, following the completion on 31 August 1993 of the withdrawal of all Russian military personnel from Lithuanian territory.

3. Economically, Lithuania's independence and the collapse of the Soviet Union brought about tremendous dislocation. Overnight, Lithuania became a much poorer country, having to pay world market prices for energy and many other essential imports, while its primary export markets in the East experienced a dramatic decline of purchasing power. As a result, Lithuania's gross domestic product (GDP) per capita has declined precipitously over the last few years: by 13.1 per cent in 1991, 37.7 per cent in 1992 and 15 per cent in 1993. The downward trend stopped in 1994, with a positive growth rate of 3.3 per cent recorded for the first six months of the year. Yet, although a number of economic indicators have recently started to show signs of improvement, it will take years for Lithuania to return to its pre-independence level.

4. The heaviest burden of Lithuania's rapid economic decline has, inevitably, fallen on the general population, as real incomes have fallen to almost half of their pre-independence level and the value of family savings has been drastically eroded. This was brought about by a combination of factors: the rapidly falling value of the rouble in 1991/92, rampant domestic inflation (which exceeded 1,000 per cent in 1992) and the gradual removal of practically

all price controls and subsidies on a large number of ordinary consumer goods. As a result, the average family now spends more than 60 per cent of its income on food alone. Official unemployment figures remain low, at around 1.5 per cent, but there is significant hidden unemployment as well as underemployment caused in particular by the reluctance of public enterprises to lay off redundant manpower, a policy made possible by deficiencies in the current bankruptcy legislation.

5. Lithuania left the rouble zone on 1 October 1992, when it introduced its own provisional currency, the talonas. In late June 1993, after strong anti-inflationary policies had started to take effect, the talonas was removed from circulation and replaced by a permanent, freely convertible currency, the litas. Since 1 April 1994, the currency situation has been further stabilized by the introduction of a currency board arrangement indexing the litas to the United States dollar at a 4:1 ratio.

B. National development objectives and strategies

6. Lithuania's successive Governments since independence have had different political and economic platforms, but they have all seen it as their primary task to steer the country safely through the social and economic turbulence that was caused by the unprecedented "triple shock" of transition (a) from Soviet republic to independent nation; (b) from authoritarianism to multi-party democracy; and (c) from command economy to market economy.

7. The current Government, formed in early 1993, has concentrated its efforts on a comprehensive agenda of structural reforms, macroeconomic stabilization, fiscal restraint and promotion of the private sector. The overriding objective is to lay the groundwork for sustained economic growth, based principally on the private sector, at an average rate of 5 per cent per year, while bringing inflation down from about 70 per cent in 1994 to 15 per cent in 1997. This will require the introduction of a broad range of new economic legislation - much of it already at various stages of preparation - covering foreign investment, the banking system, taxation, restructuring of public enterprises, privatization, mortgage financing, bankruptcy and so on.

8. Private investment will be actively encouraged through the newly established Lithuanian Investment Agency, which is intended to promote Lithuania internationally as a potential investment location, develop further the legal framework for investment and provide better support services to existing and future investors. Many of the current difficulties facing the commercial banks in their financial intermediation role (e.g., the absence of an inter-bank payment and clearing system) will be removed, along with the introduction of an improved framework for bank supervision. The Government's revenue base will be increased substantially by the establishment of an effective tax system and an upgrading of its tax collection capabilities.

9. In parallel with these efforts, reforms will also be undertaken to improve Lithuania's physical infrastructure. Lithuania's transport network will be further integrated into the European system to increase its role in east-west and north-south transit traffic. A national energy strategy will lead to the

introduction of commercial relationships and market discipline in the energy sector, rehabilitation of existing energy supply systems and increased focus on energy efficiency and energy conservation.

10. Lithuania's traditional productive sectors will also be restructured to meet the needs of a modern competitive market economy. In agriculture, the Government will stimulate the development of a land market, resolve the issues hampering further privatization of agro-processing industries, develop more external trade in agricultural products and help producers meet international standards. In the industrial sector, the long-term viability of State-owned, large-scale enterprises will be carefully assessed and those which prove to have a modicum of viability will be assisted to improve their productivity, management and marketing in anticipation of eventual full privatization.

11. To make these ambitious plans possible, it is essential that Lithuania continue the progress achieved so far in the democratization process and in the evolution of an increasingly vibrant civil society. Another precondition is the implementation of a public administration reform programme aimed at strengthening the capacity of central government institutions to support and promote the reform process. Much of the current momentum will be lost and nostalgia for the "security" of the old Soviet economic system could develop if the central organs of Government do not show themselves to be significantly more responsive and accountable to the needs of the population at large.

12. Another crucial prerequisite for the success of the reform process is the maintenance of some form of social safety net for the most vulnerable members of society. Most Lithuanians were prepared to pay a high price for independence and political freedom, but as time passes, it becomes more and more critical to demonstrate that the "new order" not only cares, but also is ready to develop appropriate social security schemes and allocate a minimum of funds to alleviate the severe social impact of transition on those who are unable for reasons beyond their control to draw immediate benefit from the new economic regime.

II. EXTERNAL COOPERATION

A. Role of external cooperation

13. According to government statistics, the donor community has committed a total of $615 million in all types of assistance from the time of Lithuania's independence until the end of 1994. The principal provider of financial and technical assistance is the European Union (EU). A total of $100 million has so far been granted as balance-of-payment support, while another $105 million has been channelled through its Programme of Assistance for Economic Restructuring in the Countries of Central and Eastern Europe (PHARE) for priority sectors such as energy, transport, environment, agriculture, banking, small and medium-scale business development, and restructuring of industrial enterprises. Lithuania's main bilateral donors are Canada, Denmark, France, Germany, Sweden, the United Kingdom and the United States.

14. The International Monetary Fund (IMF) has worked closely with successive Lithuanian Governments since the first stand-by credit of $85 million was approved in October 1992. Having met and in some respects even exceeded its performance targets, the Government was granted an additional stand-by credit of $39 million in October 1993. By the autumn of 1994, IMF concluded that the initial stage of the Government's financial stabilization efforts had been successfully completed and approved a further credit totalling $201 million for the 1995-1997 period.

15. The World Bank has also been very supportive of Lithuania's reform programme. It provided a rehabilitation loan of $60 million in October 1992 to assist the Government in the design and implementation of its structural reform programme and to help it maintain capacity utilization and output in key productive sectors over the short term. Substantial World Bank loans have also been approved, or are in an advanced stage of preparation, in fields such as energy/environment, enterprise/financial restructuring and social security reform. The European Bank for Reconstruction and Development (EBRD) has so far approved $74 million in loans, related mostly to the energy sector and safety measures at the Ignalina nuclear power plant.

B. Aid coordination arrangements

16. The Government of Lithuania initially assigned responsibility for the coordination of all external assistance to its Ministry of International Economic Relations. In January 1993, however, the Lithuanian Parliament decided to abolish the Ministry and to transfer the task of coordinating and managing foreign aid to three separate Ministries: the Ministry of Foreign Affairs is now coordinating and overseeing humanitarian and technical assistance; the Ministry of Economics covers all balance-of-payment support and investment loans; and the Ministry of Finance deals with sectoral and development loans. An interministerial aid coordination mechanism has been formed, but its mandate and functions need to be more clearly defined. The focal point for United Nations and UNDP assistance is the Department of Economic Relations (Technical and Humanitarian Assistance Division) within the Ministry of Foreign Affairs.

17. The Government of Lithuania has, like those of its Baltic neighbours, opted for the EU/G-24 external aid coordination mechanism. Thus, there are no plans to convene any Consultative Group or round-table meetings. Locally, the EU/PHARE Coordination Office at Vilnius helped the Government in early 1993 to establish within the Ministry of Foreign Affairs an aid coordination unit responsible for overall management of technical cooperation. Recently, EU/PHARE has also lent essential support towards the establishment within the Ministry of Economics of a Public Investment Programme (PIP) unit mandated by law to review and appraise all public investment proposals and to formulate the Government's multi-year capital investment programmes. Finally, the EU/PHARE Coordination Office convenes sector-specific coordination meetings at regular intervals for the local donor community at Vilnius, in which UNDP takes an active part.

III. THE COUNTRY PROGRAMME

A. Proposals for UNDP cooperation

1. Preparatory process

18. Following its admission into membership of the United Nations in September 1991, Lithuania was welcomed as a recipient country in UNDP by the Governing Council in its decision 92/8. A UNDP office was opened at Vilnius in October 1992 with the arrival of the first Resident Representative. He initiated active discussions with the Government on the broad range of technical cooperation options available within the United Nations system. A set of preliminary programme priorities and objectives (summarized in a short-term country framework) was agreed upon in the spring of 1993. In the period since then, a continuing dialogue has taken place between the Ministry of Foreign Affairs and UNDP with the aim of finalizing the first country programme for Lithuania.

2. Strategy for UNDP cooperation

19. The Government of Lithuania sees participation in UNDP activities and a UNDP local presence as an important instrument for the country's re-integration into the world community after decades of almost complete isolation. It opens up contacts worldwide and provides access to the vast reservoirs of international know-how available in the United Nations, its subsidiary bodies and the specialized agencies. Moreover, UNDP is seen as an essential partner in sensitive areas such as democratization and public administration reform. Because of its political neutrality and ability to work with all elements of civil society, UNDP assistance has an important catalytic and strategic effect in the complex transition process. The extensive experience of UNDP in national capacity-building and sustainable human development is another key aspect of its comparative advantage, particularly as the Government endeavours to build up the capacity and strengthen the manpower of key national institutions. Finally, the close contacts of UNDP with different political systems around the world and its readiness to draw on its experiences with them, especially in the more established post-communist economies of Central Europe, are important assets for Lithuania.

20. While UNDP's core resources for Lithuania are rather modest, UNDP's flexibility and decentralized modus operandi enable it to respond quickly to urgent Government needs and to initiate project activities at very short notice in priority areas, where other institutions with larger resources require considerable time to get started. Against this background, the Government has decided to use UNDP funding primarily (a) as "pre-investment" for some of its more ambitious reform efforts, thereby ensuring that immediate progress is made and proper advance planning undertaken while financing for larger-scale interventions is mobilized; and (b) as "seed money" for high-priority projects formulated and initiated by UNDP, but implemented with substantial supplementary cost-sharing resources from third parties, for example, through the UNDP Trust Fund for the Baltic States or through bilateral channels.

21. The Government welcomes the various opportunities available to participate in UNDP's Regional Programme for Europe, which aims at strengthening Lithuania's links with both its closest and its more remote neighbours in Europe. In addition, the Government is also keen to benefit from the regional activities of various United Nations agencies in fields such as health (World Health Organization (WHO)), narcotic drug control (United Nations International Drug Control Programme), refugee assistance (United Nations High Commissioner for Refugees (UNHCR)), radiation protection (International Atomic Energy Agency (IAEA)) and environmental protection (United Nations Environment Programme/Global Environment Facility (UNEP/GEF)). Wherever possible, such regional initiatives will be linked with and used to reinforce UNDP's local activities within Lithuania.

3. Proposed UNDP cooperation in selected areas of concentration

22. Based on the main thrusts of the national policy agenda for the transition period and taking the activities of Lithuania's major donors into account, the Government has opted for the following four areas of concentration in the first UNDP country programme:

(a) Democratization and civil society development, with particular focus on institution-building;

(b) Public administration reform, with special emphasis on capacity-building for improved public sector efficiency;

(c) Human resource development for the market economy, with training for better economic management as a priority;

(d) Alleviation of the social impact of transition with primary attention on policy formulation and monitoring of quality-of-life indicators.

Democratization and civil society development

23. With the adoption of a fully democratic Constitution and the successful implementation of free and fair elections for parliament and the presidency in 1992 and 1993, Lithuania has charted a clear course towards a pluralistic, multi-party democracy. However, much still has to be done to consolidate Lithuania's democratic institutions: the rule of law must be reinforced, institutional practices and habits from the Soviet era must be abolished and the benefits of a pluralistic and democratic system of government must be made accessible and obvious to ordinary citizens, so that they are able and motivated to contribute constructively to the socio-economic progress of the country.

24. Against this background, the Government has requested UNDP to provide assistance to strengthen and consolidate the institutional infrastructure of Lithuania's democracy, particularly in areas of immediate relevance for the general population. One of the most important institutions in this field is the Parliament (Seimas); it is staffed by highly committed individuals, but most of them have only a few years of experience in their jobs. Their professional and technical skills need to be upgraded through an extensive training programme at

home and abroad. UNDP will undertake this task in close collaboration with the Inter-Parliamentary Union and several well-established parliaments in Western Europe.

25. Another key democratic institution in Lithuania is the office of the five ombudsmen, which is due to become operational in early 1995. Its entire staff will be new and have no prior experience in such work; they will thus also need a comprehensive training programme, to include familiarization visits to similar institutions in Western Europe and a series of in-country training seminars. A public information programme covering the mass media and the school system will also be implemented to ensure that the purposes (and limitations) of the institution are well understood by the population at large.

26. The institutional infrastructure of Lithuania's democracy would be incomplete without active non-governmental organizations (NGOs). More than 900 groups have registered as NGOs since Lithuania regained its independence, but despite their impressive number they do not yet play any significant role in Lithuanian society. Most of them operate with extremely limited resources and with inexperienced - though highly motivated - staff. More seriously, they face the problem that neither the Government nor the general public is yet accustomed to considering them effective voices of public concern. At the Government's request, UNDP has initiated an action programme for NGO sector development that aims at creating an enabling environment for NGOs and assisting them to acquire more competence and to assume a more active social and political role.

Public administration reform

27. Since regaining its independence, Lithuania has embarked upon an ambitious and difficult programme of economic and social reform. However, implementation of the programme depends to a considerable extent on a public administration machinery whose organization and structure, like its staffing and its *modus operandi*, have changed very little since the Soviet era. It is therefore in many respects ill-suited to meet the challenges facing a modern democratic State trying to introduce a dynamic market economy.

28. Given its long experience with national capacity-building and public administration reform in many other countries, UNDP is seen by the Government as a natural ally and supporter of its plans to improve the performance of the country's civil service. Assistance is needed in a wide range of activities: to refine the draft civil service legislation, to create a regulatory framework for the recruitment, deployment and promotion of civil servants, to improve the flow of information within the central institutions of the Government as well as between them and the municipalities, and to provide the intellectual and physical infrastructure for continuing education and training of civil servants both centrally and locally.

29. An important part of UNDP assistance in the field of public administration will focus on the establishment and consolidation of national training institutions for the civil service through which current and future generations of Lithuanian civil servants can be groomed to serve competently and in accordance with democratic rules of accountability. In addition to the many technical skills a modern civil service needs to acquire, considerable emphasis

will be placed on training in management skills and other subjects aimed at increased efficiency and cost-effectiveness of the government machinery. Lithuania's special needs for intensive training of its civil servants in foreign languages (other than Russian) will also be met, thus paving the way for Lithuania's rapid integration into and interaction with the international community at all levels and in all spheres.

30. Particular attention will also be given to the training needs of Lithuania's civil servants at the municipal level who have so far benefited very little from international assistance. The first post-Communist laws on local government were passed only recently and the first local government elections since independence are expected to take place in March 1995. In the face of such major changes in the governance of Lithuania's towns and municipalities, it is essential to establish an appropriate institutional capacity to train and continuously upgrade the skills of its municipal civil service. At the Government's request, this task will be taken up by UNDP in close cooperation with the EU/PHARE programme and other donors with a particular interest in this field.

Human resource development for the market economy

31. The current transition from a centralized command economy to a market economy requires not only major policy changes aimed at correcting the macroeconomic imbalances and the micro-economic inefficiencies of the past, but also fundamental changes in the management culture and behaviour of people and of enterprises. Local traditions of sound economic management had existed in the pre-Second World War era, but the reign of the command economy was long and strong enough to eradicate most of them. Basic managerial and entrepreneurial skills were neglected during the last decades and it will require considerable time and effort to reintroduce them to the new generation of Lithuanian enterprise and business managers.

32. In addition, during the Soviet era Lithuania's scientific research and development sector flourished in selected areas (e.g., radio transmission, high-precision instruments, electronics, computer sciences, biotechnology and pharmaceuticals) under the direction of and with financing from Moscow. Lithuanian scientists obtained a significant number of patents, which were filed in Moscow and protected by Soviet intellectual property laws, but the scientific community in Lithuania had no responsibility for, and therefore did not concern itself with, clients, costs, financing, marketing, intellectual property protection, strategic planning or any other commercial considerations. As a result, Lithuania's potentially very lucrative high-technology sector is today singularly ill-equipped to compete in the international marketplace.

33. Against this background, the Government has asked for UNDP assistance to create and develop a domestic institutional capacity to support and promote the commercialization of Lithuania's high-technology scientific know-how in the international market. The long-term aim is to establish and safeguard the durable commercial viability of the most promising scientific institutes in Lithuania by providing them easy and affordable access to the necessary know-how for them to protect their intellectual property, develop and promote their high-technology innovations, create mutually beneficial strategic alliances with

foreign partners, negotiate favourable research contracts and licence agreements, and thus attract investments in and generate significant income for the highly skilled scientific community in Lithuania.

34. In the field of human resource development, the Government has also asked UNDP to assist in strengthening the institutional capacity of Vilnius University - Lithuania's most prestigious institution of higher education - to offer a high-quality diploma programme in business education. The students will be exposed to a broad spectrum of new knowledge and ideas of immediate relevance to Lithuania's nascent market economy through classroom lectures by local and foreign faculty supplemented by internships in educational institutions and private businesses abroad. Another innovation, an advisory board of prominent representatives of the private sector, will be added to ensure that the University's business education is and continues to be relevant to the needs of the evolving labour market.

Alleviation of the social impact of transition

35. Outside observers of the current dramatic transition process in Lithuania have tended to focus their attention strongly on economic parameters such as the privatization of State property, currency reform, balance-of-payment difficulties and so on. The Government is equally concerned, however, with the very significant social consequences for large sections of the Lithuanian population - inflation has dramatically reduced the value of many people's life savings and pensions, Soviet-era state subsidies have been removed from most consumer items, including housing, heating and other utilities, public transport and basic foodstuffs, while the quality of the remaining public services such as education and health has deteriorated sharply.

36. Given its commitment to human development and to "quality of life" concerns, UNDP, together with other United Nations agencies such as the United Nations Children's Fund (UNICEF), the United Nations Fund for Population Activities (UNFPA) and the International Labour Organization (ILO), has taken a particular interest in the negative social impact of the economic transition process. The Government has strongly welcomed this and requested UNDP assistance to strengthen its capacity to formulate and implement various policy options in the social sphere. One important effort planned in this field is the preparation of a human development strategy for Lithuania, based on an in-depth analysis of trends and projections of key social indicators, on the introduction of better statistical tools to monitor household incomes and consumption, and on detailed analyses of the impact of transition on particularly vulnerable groups of the population such as the elderly and children. Special attention will also be given, in the context of preparations for the Fourth World Conference on Women, to be held in Beijing in 1995, to the need for improvements in the social, economic and legal status of women in Lithuanian society.

37. The social and economic changes that have taken place in Lithuania since independence have had a particularly severe effect on the quality of health care. At the Government's request, UNDP has initiated a key project in support of the Ministry of Health's Reform Management Group. A secretariat for the Group staffed by expatriate advisers and Lithuanian specialists will provide substantive support for the elaboration of policy options in health care reform,

with particular emphasis on health financing and policy changes required in the face of dramatically declining public resources in the health sector. Once the policy options - most of them dictated by the need for rationalization measures and fiscal austerity - have been thoroughly analysed, future assistance will be directed towards the implementation of a painful but ultimately beneficial transformation of the current health care system.

B. Assistance outside the main country programme areas

38. Having been excluded for more than 50 years from international contacts in regional and global forums, Lithuania is determined to participate to the fullest extent possible in the activities of the United Nations, its specialized agencies and other affiliated institutions, thus ensuring that Lithuania draws maximum benefit from its membership of the United Nations and contributes optimally to the work of the Organization. The Government attaches considerable importance to this aspect of its reintegration into the international community and wishes UNDP to support contacts with a broad range of United Nations organizations, also in fields and sectors that fall outside the main priority areas of this country programme.

39. Lithuania receives financial and technical support on a very substantial scale from bilateral donors in the field of environment protection and has therefore decided not to include the environment among the priority sectors covered by this country programme. None the less, the Government wishes to reserve a small portion of UNDP resources to ensure that Lithuania is able to participate in and benefit from selected aspects of the environmental protection activities carried out under the auspices of United Nations agencies such as the Food and Agriculture Organization of the United Nations (FAO), the International Atomic Energy Agency (IAEA), UNEP and WHO, as well as the Global Environment Facility, managed jointly by the World Bank, UNEP and UNDP.

C. Implementation and management arrangements

40. The Government of Lithuania is very supportive of the national execution modality, which gives the ministries and other government implementing agencies a central role in setting priorities and in day-to-day management of UNDP-funded technical cooperation activities. However, because technical cooperation and other forms of foreign aid are new phenomena in post-Communist Lithuania, it will take some time to familiarize the relevant government officials with the concept and to put the necessary accountability mechanisms in place. The Government will rely on close collaboration and support from the UNDP country office for the start-up of new projects and in the early stages of project implementation. A concerted effort will be made in each case, however, to train the relevant officials in national execution procedures and to accelerate the transfer of management responsibility into national hands.

41. National capacity-building and sustainability will be central features of the country programme. Since few experts from countries with mature market economies speak Lithuanian or Russian and given Lithuania's relatively high level of education, UNDP projects will rely to a considerable extent on national

expertise, or, whenever appropriate, on experts of Lithuanian descent who still speak the language and are ready to work in the low-cost Transfer of Knowledge through Expatriate Nationals (TOKTEN) modality. Long-term expatriate advisers will be fielded only in exceptional cases, when there is an acute need for sustained technical and management guidance in a particular field, and when special purpose funds over and above the modest Indicative Planning Figure (IPF) are available to absorb the costs involved.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

	Thousands of dollars
Carry-over from fourth-cycle IPF	-
Fifth-cycle IPF	1 149
Subtotal IPF	1 149
Baltic Trust Fund	900
Third-party cost-sharing	1 951
Subtotal, cost-sharing	2 851
TOTAL	4 000

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

Area of concentration	Thousands of United States dollars			Percentage of total resources
	IPF	Cost-sharing	Total	
Democratization and civil society development	100	700	800	20.0
Public administration reform	400	500	900	22.5
Human resource development for the market economy	200	400	600	15.0
Alleviation of the social impact of transition	300	900	1 200	30.0
Activities outside areas of concentration	100	-	100	2.5
Unprogrammed reserve	49	351	400	10.0
TOTAL	1 149	2 851	4 000	100.0

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

	Thousands of dollars	
A. UNDP-administered funds		
SPR	85	
UNCDF	-	
UNSO	-	
UNIFEM	-	
UNRFNRE	-	
UNFSTD	-	
Subtotal		85
B. Other United Nations resources		
JCGP participating agencies		
UNFPA	190	
UNICEF	-	
WFP	-	
IFAD	-	
Other United Nations agencies (non-UNDP financed)	-	
Global Environment Facility	-	
Subtotal		190
C. Non-United Nations resources	-	
TOTAL		275

Annex II

PROGRAMME MATRIX

Area of concentration	Area of focus					
	Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
Democratization and civil society development	*		*			*
Public administration reform	*		*			*
Human resource development for the market economy			*		*	*
Alleviation of the social impact of transition	*		*			*